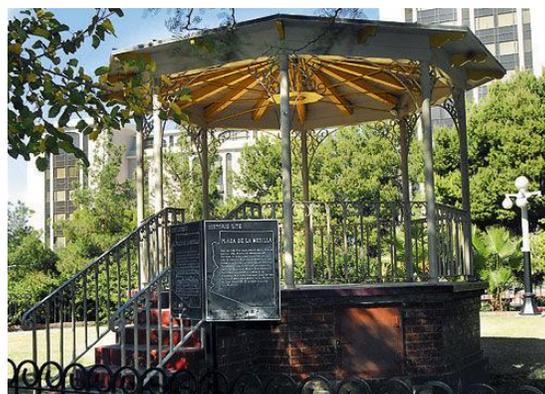
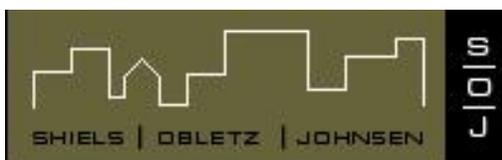




# Land Use and Development Implementation Plan Design Charrette



*Bridging the Past While Building A Sustainable Future*



u r b s w o r k s





## Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



# Land Use and Implementation Plan Scope



## Land Use and Development Implementation Plan Project Goals

- Analyze properties within the ¼ mile focus area to best prepare them for the appropriate **land use plan, zoning, and design**.
- Identify subareas with unique characteristics and concerns.
- Collect and review input from stakeholders regarding their concerns, issues and priorities for development along the streetcar line.
- Incorporate stakeholders' suggestions and best planning and urban design practices in the preparation of an innovative and solution-oriented land use approach that leads directly to legislative amendments (e.g. land use plan amendments, rezoning and land use code amendments) and revised procedures so that the Plan's recommendation can influence development proposals along the streetcar line and allow high-quality proposed development to occur in an expeditious manner.
- Identify areas along the streetcar line where **higher density/intensity mixed-use** development is appropriate.
- Prepare recommended policies, standards and documents for the required legislative process to seek development approval.
- Prepare planning area supplemental strategies on streetscapes, parking and affordable housing.
- Identify financing mechanisms to implement the land use plan.



# Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



## The Charrette Week

# Tucson Modern Streetcar Design Charrette Public Input Schedule

	<b>MONDAY</b> <b>01/14/2013</b>	<b>TUESDAY</b> <b>01/15/2013</b>	<b>WEDNESDAY</b> <b>01/16/2013</b>	<b>THURSDAY</b> <b>01/17/2013</b>	<b>FRIDAY</b> <b>01/18/2013</b>	<b>SATURDAY</b> <b>01/19/2013</b>
<b>Day Goal</b>	Overview of Opportunities & Constraints and Initial Visioning Process	Gather Community & Stakeholders Feedback for Each Character Area	Gather Community & Stakeholders Feedback for Each Character Area	Develop Framework, Vision, Guiding Principles & Conceptual Options	Refine Framework & Concepts and Prepare Final Presentation	Present Refined Framework & Concepts
<b>Time</b>	<b>Opening Day</b>	<b>Stakeholders Day</b>	<b>Stakeholders Day</b>	<b>Charrette Team Work Day</b>	<b>Charrette Team Work Day</b>	<b>Final Presentation</b>
<b>8:00 am</b>	Charrette Team Studio Setup at Historic Depot	Charrette Team Meeting	Charrette Team Meeting	Charrette Team Meeting	Charrette Team Meeting	Charrette Team Meeting
<b>9:00 am</b>	Charrette Team Walkabout	Meet one-on-one with Stakeholders	Meet one-on-one with Stakeholders	Meet one-on-one with Stakeholders	Charrette Team Work Session	Charrette Team Work Session
<b>10:00 am</b>						<b>Final Presentation at The Historic Rialto Theater (Public Meeting)</b>
<b>11:00 am</b>						
<b>Noon</b>	Lunch with VIP's & City Officials (By Invitation)	Charrette Team Lunch in Studio	Charrette Team Lunch in Studio	Charrette Team Lunch in Studio		Design Charrette Closure
<b>1:00 pm</b>		<b>Strategy Meeting A: Eastern Terminus/Main Gate</b>	<b>Strategy Meeting D: Pima College and UA Students</b>	Charrette Team Strategy and Work Production Session		
<b>2:00 pm</b>	Meeting with Technical Team Infrastructure & Utilities (By Invitation)					
<b>3:00 pm</b>	Charrette Team Prepares for Opening Reception	Charrette Team Strategy and Work Session	Charrette Team Strategy and Work Production Session	Charrette Team Prepares for Open House		
<b>4:00 pm</b>						
<b>5:00 pm</b>				Charrette Team Dinner in Studio	Charrette Team Meeting	
<b>5:30 pm</b>		<b>Strategy Meeting B: Western Terminus</b>	<b>Strategy Meeting E: Central Segment (4<sup>th</sup> Avenue Business District) and Downtown Entertainment District (Congress and 4<sup>th</sup> Avenue Activity Center)</b>			
<b>6:00 pm</b>	<b>Opening Reception/Presentation of Findings at The Historic Rialto Theater (Public Meeting)</b>			<b>Public Open House (Public Meeting)</b>	Charrette Team Dinner in Studio	
<b>7:30 pm</b>		<b>Strategy Meeting C: Central Segment (University Boulevard)</b>	<b>Strategy Meeting F: Central Downtown Central Business District and Downtown Cultural/Convention District</b>		Charrette Team Work Session	
<b>8:00 pm</b>	<b>Initial Visioning Process at The Historic Rialto Theater (Public Meeting)</b>					

For more information go to: [www.tucsonaz.gov/planning/streetcar\\_design\\_charette](http://www.tucsonaz.gov/planning/streetcar_design_charette) or contact Maria Masque at: [mmasque@azplanningcenter.com](mailto:mmasque@azplanningcenter.com)



## Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



- Had nearly 50 meetings
- Talked to more than 650 people

*We have been listening...*

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for the company's financial health and for providing reliable information to stakeholders.

2. The second part of the document outlines the specific procedures for recording transactions. It details the steps from identifying a transaction to entering it into the accounting system, ensuring that all necessary details are captured.

3. The third part of the document addresses the role of the accounting department in monitoring and controlling the company's financial performance. It discusses how regular reviews and audits can help identify areas for improvement and prevent potential issues.

4. The fourth part of the document focuses on the importance of transparency and communication in financial reporting. It stresses that clear and concise reports are essential for building trust and making informed decisions.

5. The fifth part of the document discusses the challenges of financial management in a dynamic market environment. It highlights the need for flexibility and adaptability in response to changing conditions.

6. The sixth part of the document provides a summary of the key points discussed and offers recommendations for further action. It encourages the company to continue to refine its financial processes and maintain a strong focus on accuracy and integrity.

7. The seventh part of the document discusses the importance of staying up-to-date on the latest financial regulations and standards. It emphasizes that compliance is a critical aspect of financial management and that the company must be proactive in addressing any changes.

8. The eighth part of the document discusses the role of technology in financial management. It highlights how modern accounting software can streamline processes, reduce errors, and provide valuable insights into the company's financial performance.

9. The ninth part of the document discusses the importance of having a strong internal control system. It emphasizes that this is essential for preventing fraud, ensuring the accuracy of financial data, and protecting the company's assets.

10. The tenth part of the document discusses the importance of having a clear financial strategy. It emphasizes that this is essential for setting goals, allocating resources, and measuring performance. It encourages the company to regularly review and update its financial strategy to ensure it remains relevant and effective.

11. The eleventh part of the document discusses the importance of having a strong financial reporting system. It emphasizes that this is essential for providing timely and accurate information to stakeholders and for supporting the company's strategic objectives.

12. The twelfth part of the document discusses the importance of having a strong financial planning process. It emphasizes that this is essential for identifying potential risks and opportunities and for developing strategies to address them.

13. The thirteenth part of the document discusses the importance of having a strong financial analysis capability. It emphasizes that this is essential for understanding the company's financial performance and for identifying areas for improvement.

14. The fourteenth part of the document discusses the importance of having a strong financial risk management system. It emphasizes that this is essential for identifying and mitigating potential risks and for protecting the company's financial interests.

15. The fifteenth part of the document discusses the importance of having a strong financial compliance system. It emphasizes that this is essential for ensuring that the company is following all applicable laws and regulations and for avoiding potential penalties.

16. The sixteenth part of the document discusses the importance of having a strong financial communication system. It emphasizes that this is essential for ensuring that all stakeholders are kept informed of the company's financial performance and for building trust and confidence.

17. The seventeenth part of the document discusses the importance of having a strong financial control system. It emphasizes that this is essential for ensuring that the company's financial processes are being followed correctly and for preventing errors and fraud.

18. The eighteenth part of the document discusses the importance of having a strong financial audit system. It emphasizes that this is essential for providing an independent and objective assessment of the company's financial performance and for identifying areas for improvement.

19. The nineteenth part of the document discusses the importance of having a strong financial review system. It emphasizes that this is essential for ensuring that the company's financial performance is being regularly reviewed and that any issues are being addressed promptly.

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## Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



**And here is what we heard:**

***“Our community is supportive of higher intensity land uses along the streetcar corridor.....”***

*.....as long as “it is done right.”*



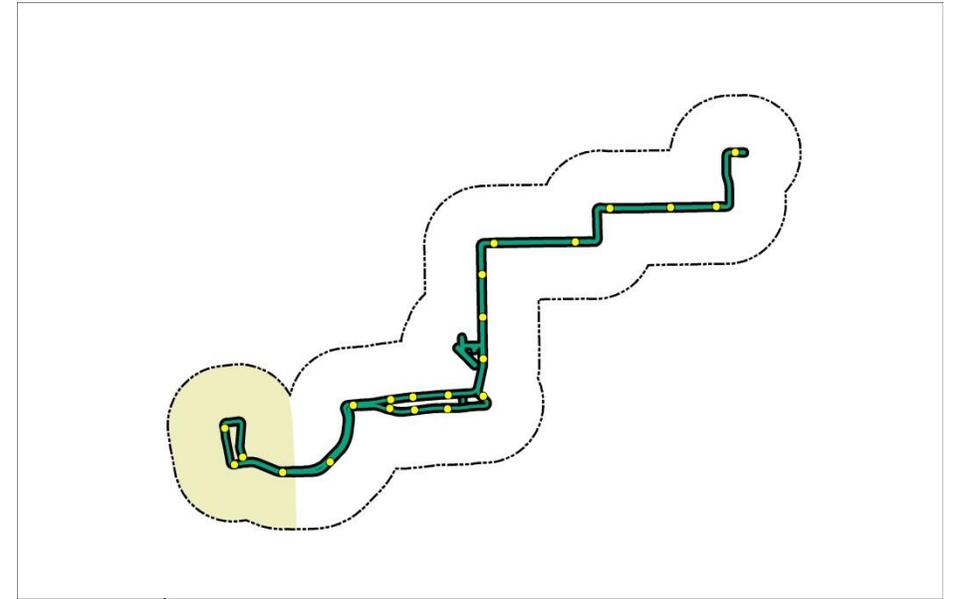
## Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



**Doing it Right...  
The Story of the Streetcar**

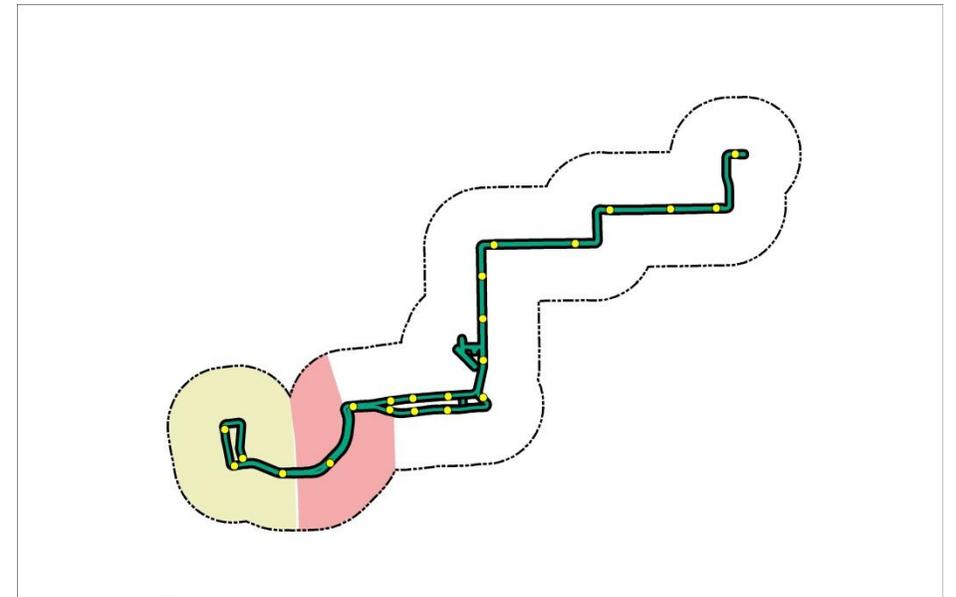


# Origin





# Barrio

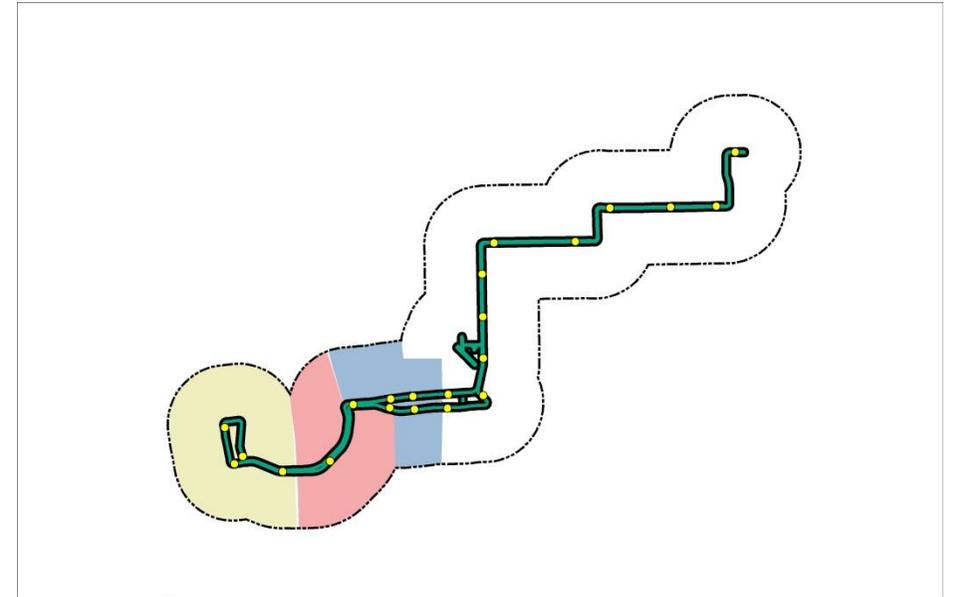


*Barrio*

*Origin*



# Placita



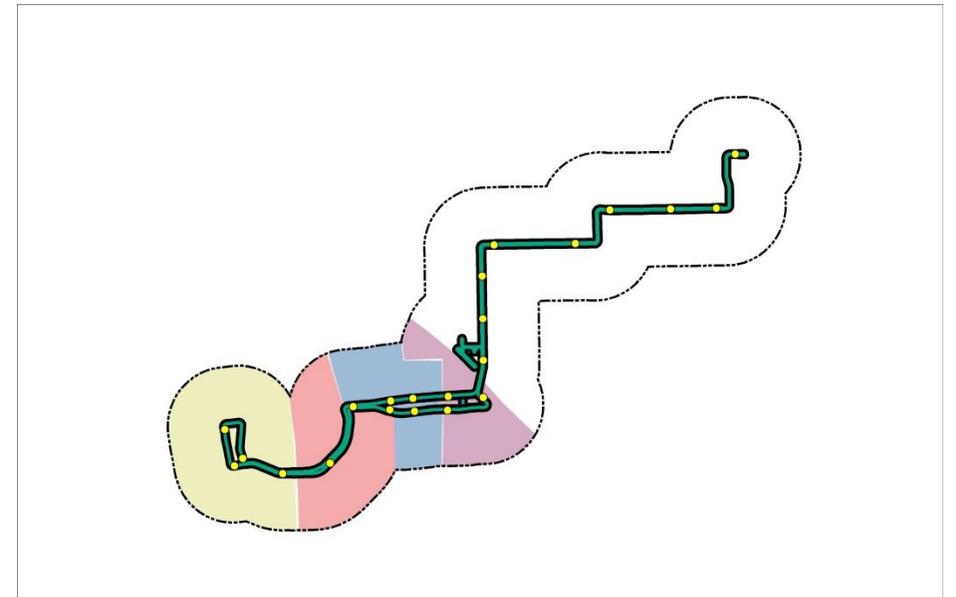
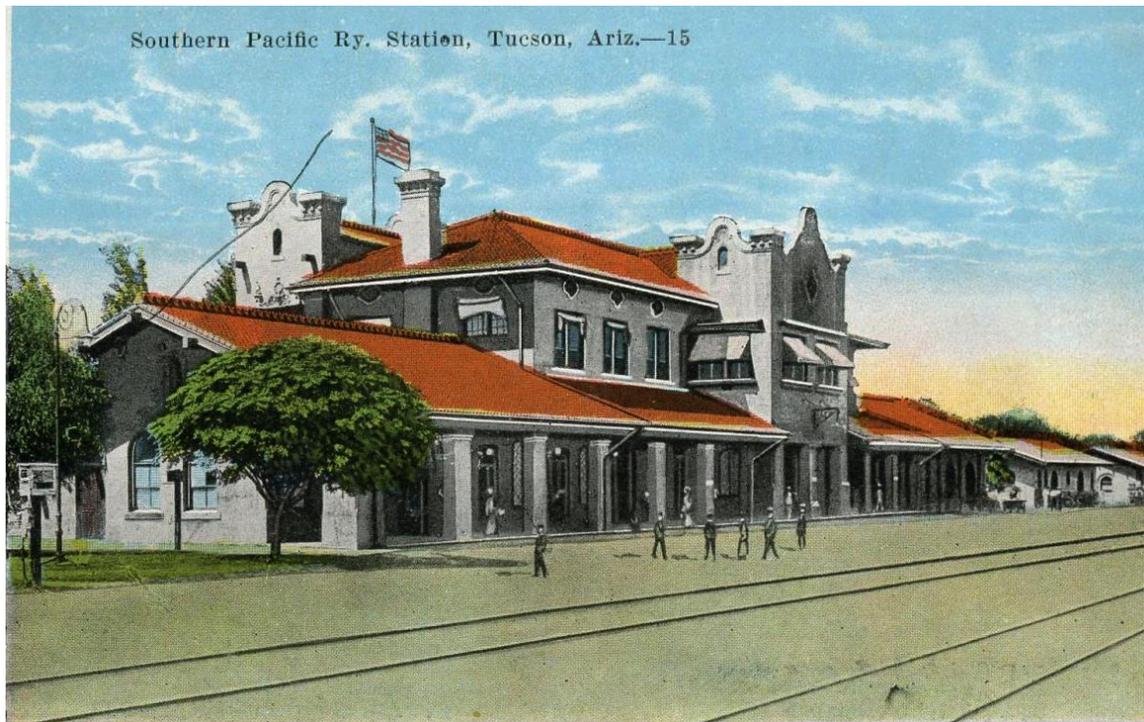
*Placita*

*Barrio*

*Origin*



# Railroad



*Railroad*

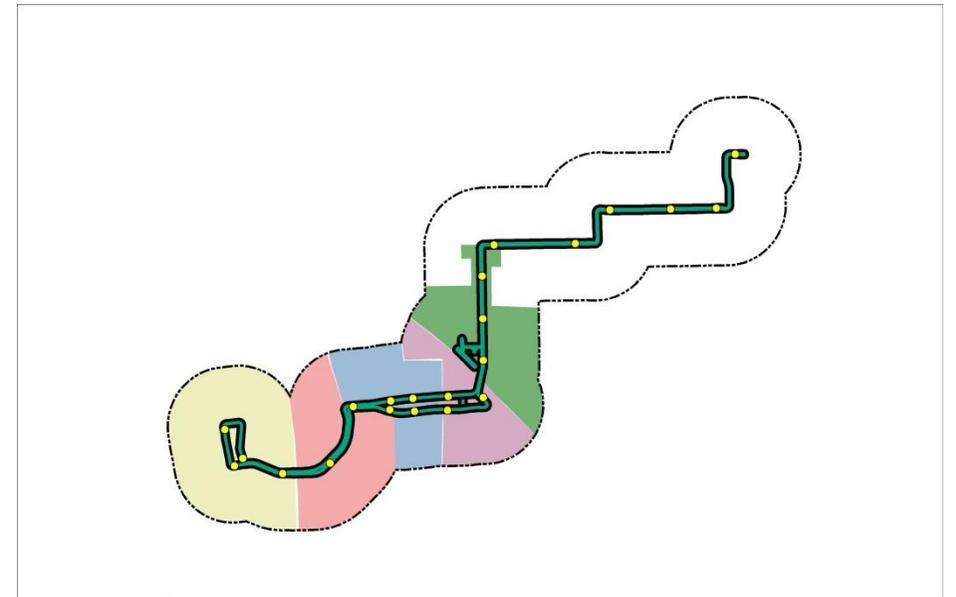
*Placita*

*Barrio*

*Origin*



# Avenue



*Avenue*

*Railroad*

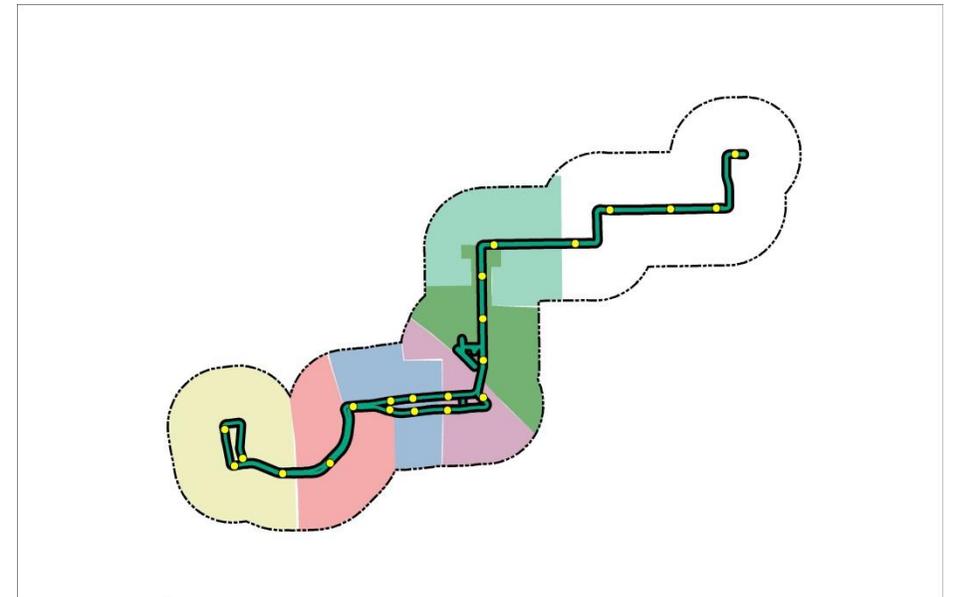
*Placita*

*Barrio*

*Origin*



# Neighborhood



*Neighborhood*

*Avenue*

*Railroad*

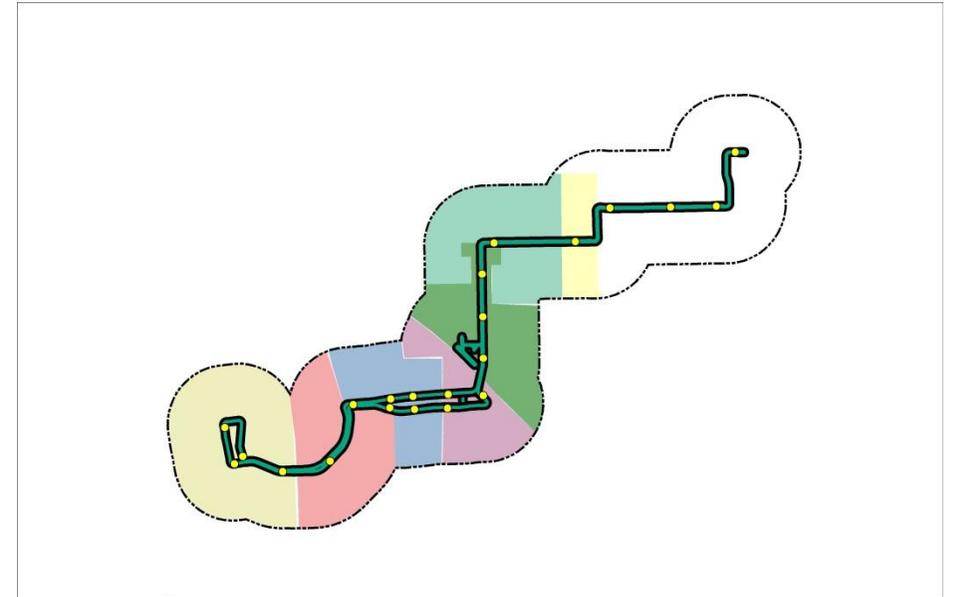
*Placita*

*Barrio*

*Origin*



# University



*University*

*Neighborhood*

*Avenue*

*Railroad*

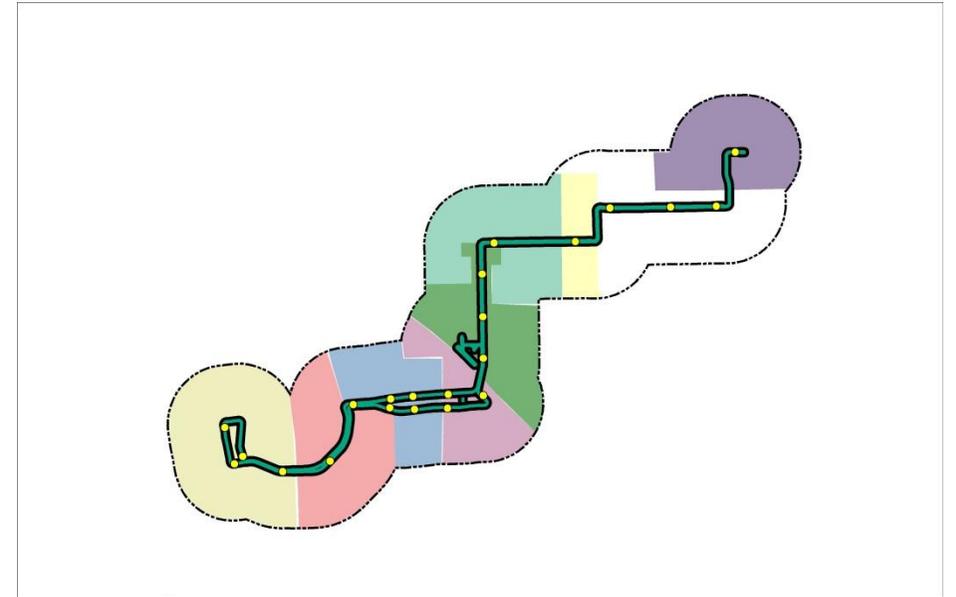
*Placita*

*Barrio*

*Origin*



# Science



*Science*

*University*

*Neighborhood*

*Avenue*

*Railroad*

*Placita*

*Barrio*

*Origin*



# Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



## Themes We Heard



<b>COMMON THEMES MENTIONED IN PUBLIC PROCESS</b>	
<i>Theme</i>	<i>Count</i>
<b>Character/Historic Preservation/Heritage and Culture</b>	<b>73</b>
<b>Streetscapes</b>	<b>45</b>
<b>Parking/Mode Shift</b>	<b>44</b>
<b>Mixed-Use</b>	<b>39</b>
<b>Streetcar Operation</b>	<b>33</b>
<b>Quality of Life</b>	<b>28</b>
<b>Pedestrian Connectivity</b>	<b>20</b>
<b>Public Engagement/Public Process</b>	<b>19</b>
<b>Bicycle Infrastructure and Safety</b>	<b>17</b>
<b>Housing and Housing Mix</b>	<b>17</b>
<b>Quality/Authentic Development</b>	<b>16</b>
<b>Economic Development</b>	<b>12</b>
<b>Gentrification and Social Justice</b>	<b>10</b>
<b>Funding Mechanisms</b>	<b>9</b>
<b>Regulatory Framework</b>	<b>9</b>
<b>Development/Redevelopment Opportunities</b>	<b>8</b>
<b>Open Space</b>	<b>8</b>
<b>Car Free Streets</b>	<b>6</b>
<b>Density</b>	<b>6</b>
<b>Locally-owned Business</b>	<b>6</b>
<b>Natural Resources</b>	<b>5</b>



# Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



## Guiding Principles



## Character/Historic Preservation/Heritage and Culture

Our 4000-year-old living and evolving heritage, culture, and art - ***in this place*** - should be the foundation for all decisions that we make to improve our community.



## Streetscapes

The public realm of our urban community should be our living streets. That space needs to be designed to be functional for human activity. It must be beautiful, consistently high-quality, and well-maintained.



## Parking and Mode Shift

New development in the Streetcar study area will tend to increase auto traffic and increase the demand for parking. A new approach to the car should use incentives and disincentives to reduce traffic, should make sure that we have adequate parking where needed, and, at the same time, should support a greater range of real choices of how to get around.



## Mixed-Use

As we intensify land uses along the Streetcar route, each new project should strive to contribute to a healthy and carefully thought-out ***mix of uses*** in each character areas.



## Pedestrian Connectivity

While the Streetcar investment is an enormous asset to our community, it will only work if people can actually walk to it. Our discontinuous system must become continuous, attractive, comfortable, safe, shaded, and well-lit.



## Public Engagement/Public Process

Development should be a transparent process. For the best result, all stakeholders should have the opportunity to participate.



## Bicycle Infrastructure and Safety

In Tucson, traveling by bicycle is a viable transportation choice for the young and the brave. To make cycling appeal to more riders, we will need a continuous network of safe routes, fewer conflicts, and abundant, well-located bicycle parking.



## Housing

In all character areas, there should be a healthy mix of housing by type, density, age-demographic, and income. To avoid gentrification, work-force housing should be protected and new work-force housing should be actively promoted.



## Economic Development

The Streetcar should be a major economic stimulus for our community. Arts, culture, and a sense of place will be at the heart of that strategy. The goal should be better, higher-paying work for our families and our youth with a focus on home-grown, locally-owned enterprises.



## Other Important Topics

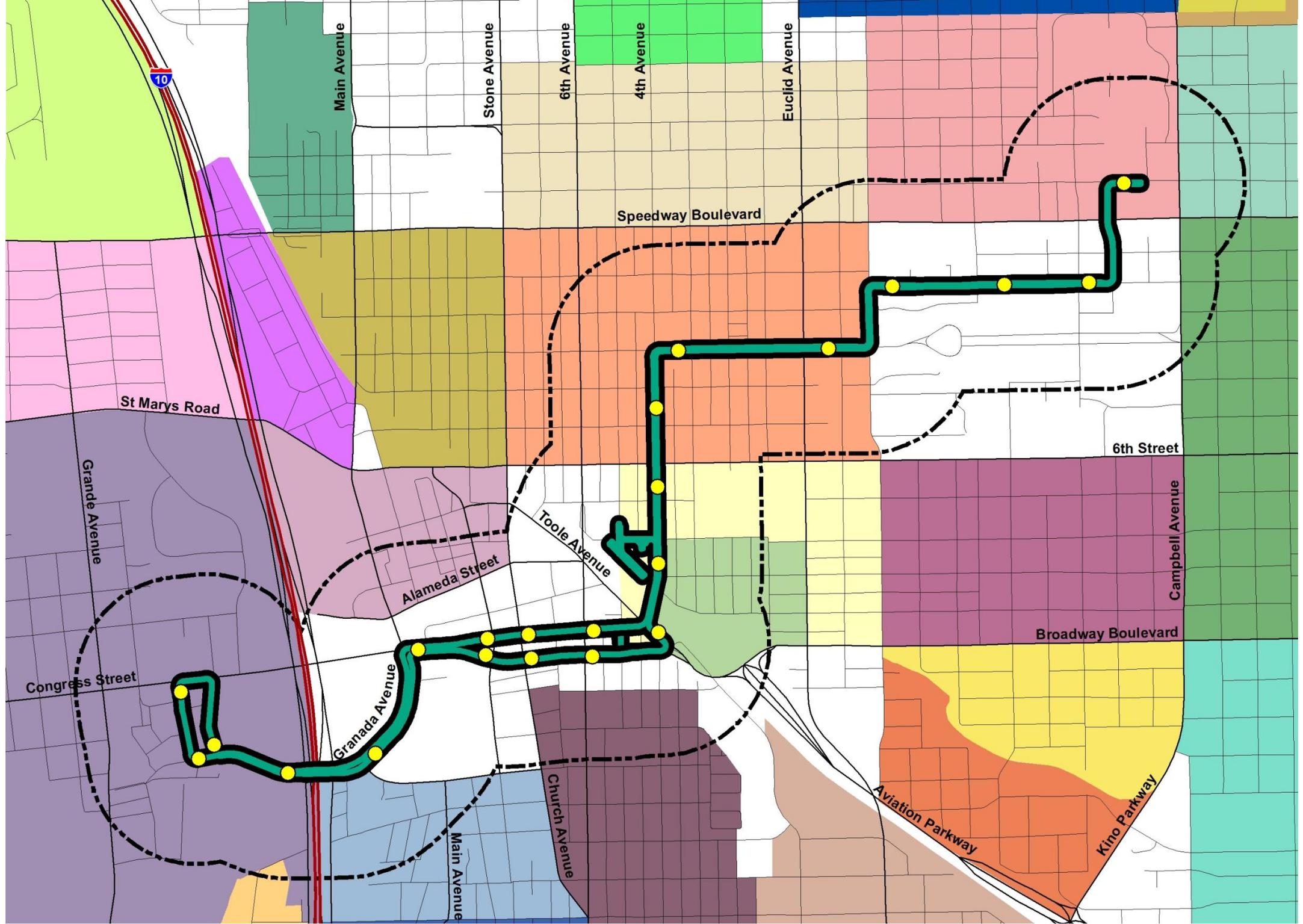
- Open Space
- Natural Resources
- Quality and Authenticity of Development
- Quality of Life



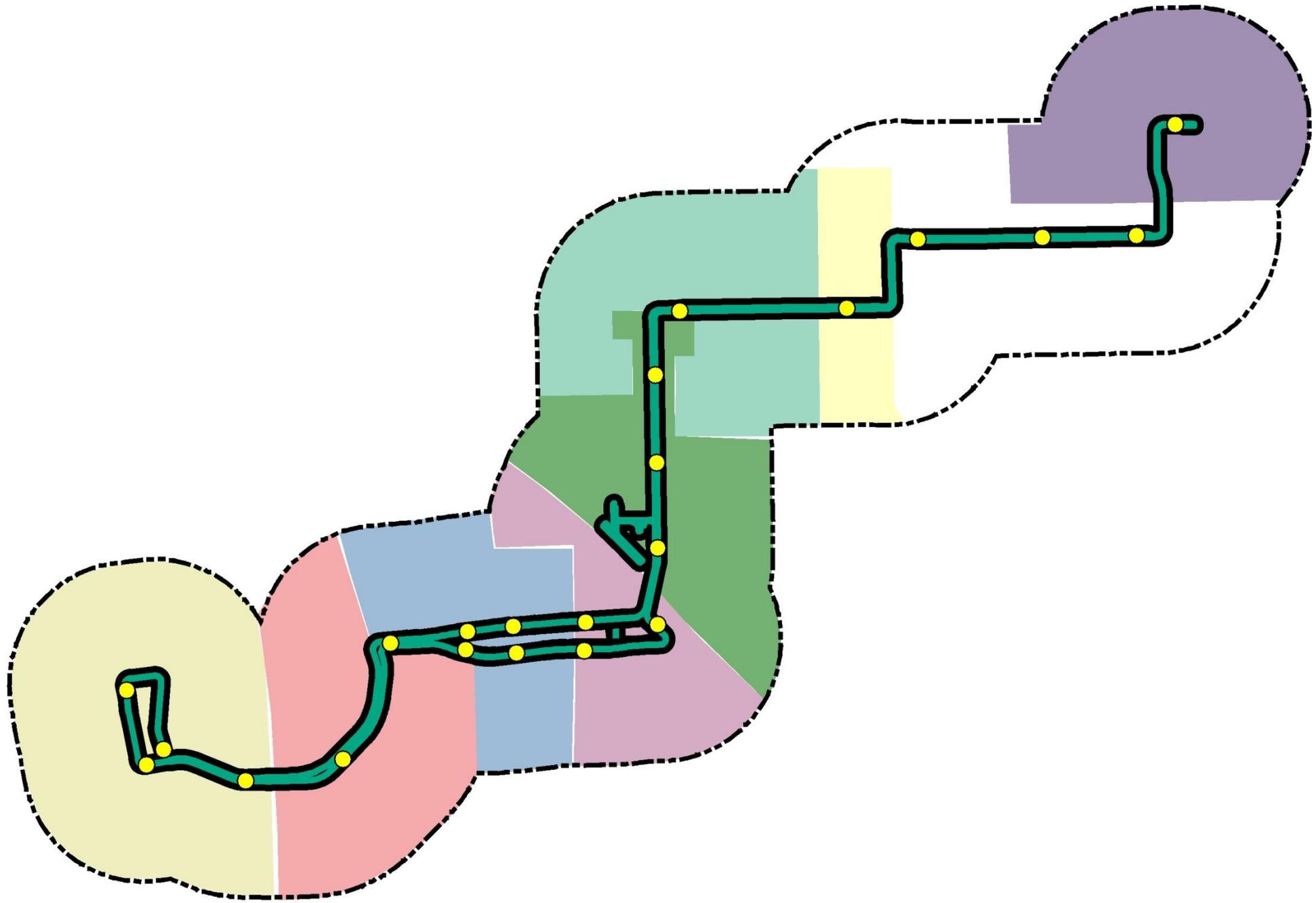
# Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



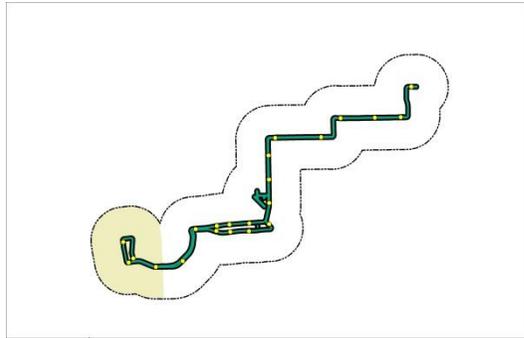
## Character Area Visions



## *Streetcar Corridor Neighborhoods*



*Streetcar Corridor Character Areas*



## Origins Gateway (Western Terminus)

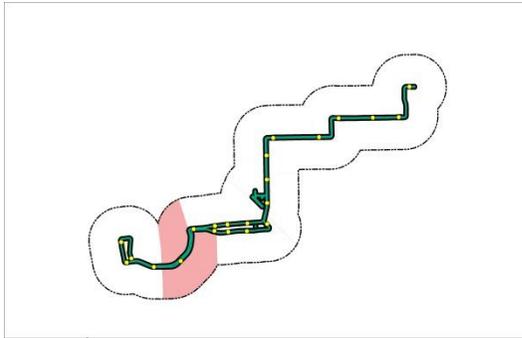
- The area that is now Menlo Park and Barrio Kroeger has been occupied continuously for **4,000 years** making it the oldest continuously-inhabited neighborhood in the US. This area **anchors the Streetcar**.
- It is a **vibrant** activity center filled with **opportunity**.
- It has a **Heritage Park**, offering a window into Tucson's past.
- It has a network of quality **urban and rural open spaces**.
- It is a **fiesta center**, hosting regional historic and cultural celebrations.
- It has a home-grown authentic **public mercado**.
- It is a center for **ecology, equestrian activity, and bicyclists**.
- It includes a **variety of housing types** affordable to all income ranges.
- It provides access to **quality employment** and retail services.
- It is respectful of, protects, and strengthens **fragile adjacent neighborhoods** and the cultural identity of the Tucson Origin's area.
- Development is sensitive to areas **demographics** (70% Hispanic) **and history**.



*Origins Gateway (Western Terminus)*



*Origins Gateway (Western Terminus)*



## Downtown Cultural/Convention District

- Signature theaters and meeting spaces are all within steps of **vibrant hotels, commerce, shopping and entertainment.**
- It is supported by **mixed-use development** offering a variety of housing opportunities, retail, restaurants, and cafes.
- Existing **mid-century modern** buildings, large open spaces, landscape features, and streetscapes are **honored and well-maintained.**
- New development is respectful of, provides **massing and height** transitions to, the historic barrios to the south.
- **Parking** in the convention area is **compacted in structures**, freeing land for the development of a Cultural and Convention destination
- Walking promenades, bicycle routes and living streets provide **connectivity** to adjacent districts.
- High-quality **contemporary** development is **sensitive to adjacent historic neighborhoods.**
- Design derives from **Sonoran** architectural elements, themes, and **principles.**



photo by Tucson Historic Preservation Foundation

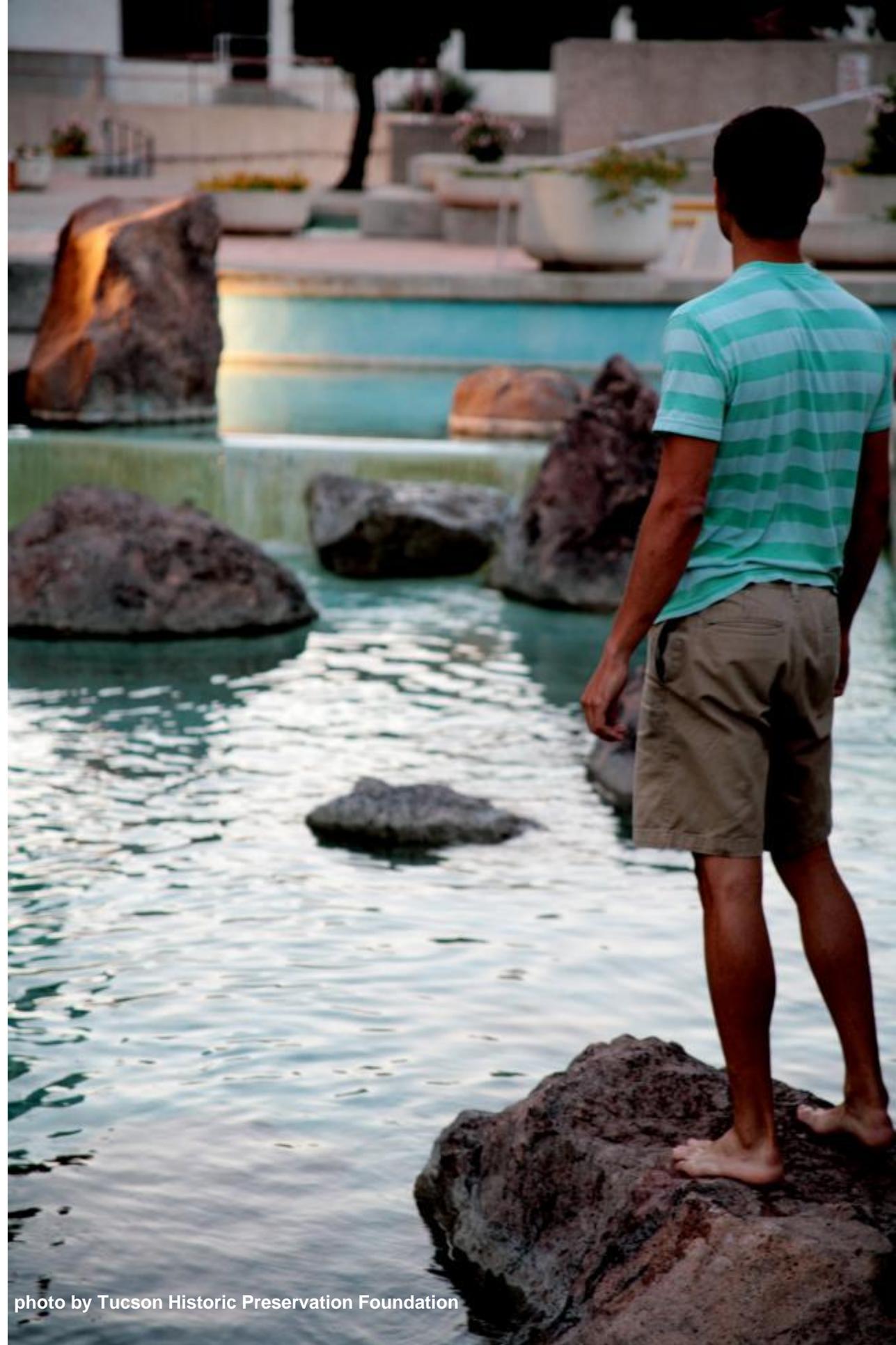


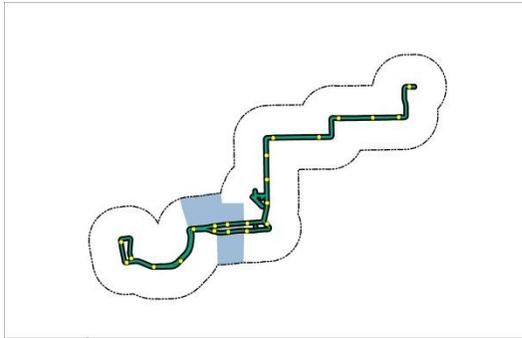
photo by Tucson Historic Preservation Foundation



*Downtown Cultural Convention District*



*Downtown Cultural Convention District*

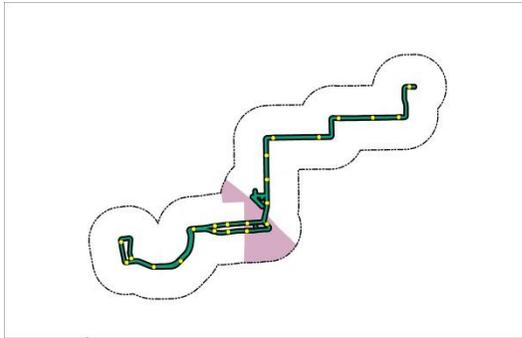


## Downtown Central Business District

- A vibrant district with **expanded employment and commerce**.
- It also includes **thriving cultural institutions**: the Tucson Museum of Art, the Museum of Contemporary Art, the Children's Museum, the Historic Fox Theater, the Temple of Music and Art, the Scottish Rite Temple, and El Centro Cultural de las Americas.
- Vacant and under-utilized parcels are infilled with high-quality, high-density **mixed-use development**, with **active** ground-floor and office/residential above.
- A well-connected **public realm** offers a shaded walkable environment.
- Living streets include **safe bicycle** routes and well-controlled automobile traffic.
- Development at the edges is **sensitive and respectful** to surrounding historic districts and provides appropriate transitions.



*Downtown Central Business District*



## Downtown Entertainment District

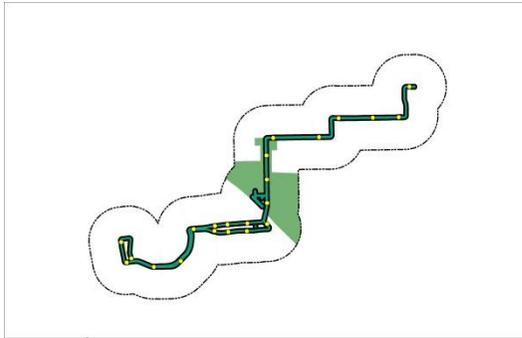
- This Activity Center includes **thriving** cultural, gastronomic, commercial and entertainment activities located in **historic landmarks**.
- It supports **mixed-use** opportunities at different scales.
- **Historic Warehouse Art District** includes lofts, live-work spaces and mixed-uses. Emerging artists find affordable living, gallery and studio/work space.
- There is **walkable connectivity** to 4th Avenue, the Downtown Central Business District, Armory Park, and the Historic Warehouse Arts District.
- The **streetscape** is developed and coordinated. It has wide sidewalks, a vibrant public realm, and well-maintained shading landscape.
- Through partnership efforts, the **Ronstadt Transit Center** is now a mixed-use, high-quality, safe, efficient, and vibrant hub of multi-modal transit.
- **New housing** serves a variety of ages and income levels. The design and massing at the edges respects adjoining neighborhoods.
- Parking is controlled with **no negative impact** on adjacent residents.
- There is a plentiful supply of **bicycle parking**.



*Downtown Entertainment District*



*Downtown Entertainment District*



## Fourth Avenue Business District

- This is a **thriving business** district offering opportunities for high-quality mixed-use activity nodes, infill development and redevelopment.
- The **Warehouse Triangle** develops as a high-rise, high-intensity district with mixed uses, an arts focus, varied building massing, and quality streetscapes.
- Historic 4<sup>th</sup> Avenue itself is protected from **inappropriately-scaled development**. New development enhances the area's character. It retains a strong pedestrian scale, safe bicycle access/parking, and a rich public realm.
- **Locally-owned** retail and services predominate.
- A **central parking** structure to the west serves this area.
- The **Iron Horse** historic neighborhood is protected from poorly scaled and inappropriate development.
- 6<sup>th</sup> Street @ 4<sup>th</sup> Avenue is a moderately-scaled **landmark activity node**.
- 4<sup>th</sup> Avenue north of 6<sup>th</sup> Street continues as a vibrant commercial district, but **respectful of its West University** neighbor.
- **Excess surface parking** is replaced with neighborhood-compatible development.



*Fourth Avenue Business District*



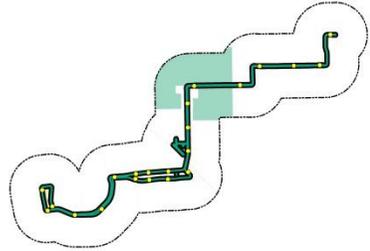
*Fourth Avenue Business District*



*Fourth Avenue Business District*



*Fourth Avenue Business District*

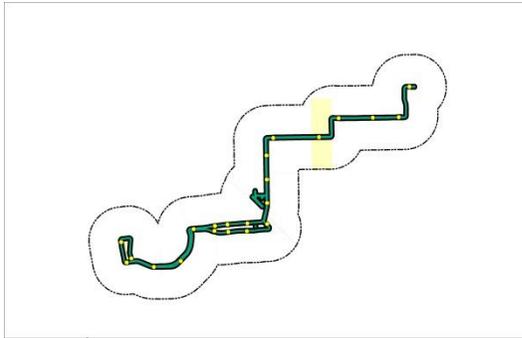


## University Boulevard

- The Historic West University Neighborhood remains protected by its status as an **Historic Preservation Zone** and its listing on the National Register of Historic Places.
- Infill development in the few opportunities is **compatible** in density, character, scale, form, use and height with adjacent development.
- **Streetscape improvements** throughout West University provide comfortable, safe, shaded and green connectivity for pedestrians throughout the area and to the streetcar line.
- Cut-through **traffic and intrusive parking** are controlled.



*University Boulevard*



## Main Gate District

- Main Gate **builds out** as a vibrant area offering residential, retail, employment, hospitality and convention services in a university campus environment.
- **New development** within this area is high-quality; walkable; sensitive to adjacent neighborhoods; offers a strong definition of the public realm, active living streets, plazas and courtyards, in an inviting campus atmosphere.
- **Auto ownership** by student residents is minimal; the streetcar, walking, biking, car-share are incentivized and are the preferred modal choices.
- **Historic residential structures** are protected and maintained with residential or adaptive re-uses.



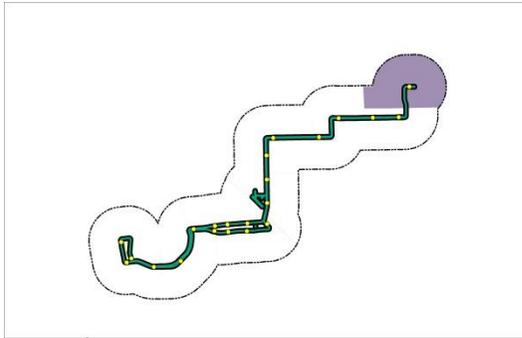
Image courtesy of City of Tucson

*Main Gate District*



Image courtesy of City of Tucson

*Main Gate District*



### Eastern Terminus – Innovation Gateway

- New development north and south of Speedway and Campbell serves as the UA **eastern gateway**, providing a high quality mixed-use, place-making urban environment.
- That gateway **serves** adjacent neighborhoods, the University of Arizona, the University of Arizona Health Network, and the business community.
- This area provides **access to different modal choices** - walking, biking, transit and the streetcar. Adjacent neighborhoods have easy, safe access.
- It has a network of **urban open space** - courtyards and plazas - and a hierarchy of shaded pedestrian streets with housing, medical, retail and service.
- Urban plazas, courtyards, pocket parks connect to the University of Arizona **public space network** and to adjacent neighborhoods.
- This area features **highest-quality design**, incorporating sustainable features such as green roofs and solar energy.
- **Structured parking** is sufficient for the development within this area.
- **Bicycle park-and-ride corrals** provide Streetcar connectivity.



*East Terminus – Innovation Gateway*



# Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



**Implementing the Vision**



## Implementing the Vision: Design Standards, Partnerships and Funding Strategies



# Importance of Streetscape Standards

- **A high quality continuous streetscape** is critical to the success of the Streetcar
- The streetcar construction includes the streetcar infrastructure **from curb to curb**; does not include the streetscape
- **The public realm** includes the sidewalk areas, the face of buildings and even the first floor inside of buildings



*Downtown Entertainment District*

# Successful Public Realm Principles

- **Streets and buildings work together** to form public rooms
- **Positively affect the character of the public realm** through building stepbacks and different massing approaches
- **Ensure transparency of the façade**, and active uses on the ground floor

*Getting all of these things right, and working together, is critical to the success of the streetcar*



*Downtown Entertainment District*

- **City Partnerships and Funding Mechanisms for Streetscape**
- City can pay for **some improvements** for the corridor, but nothing is currently funded
- City can facilitate formation of improvement districts to **share in the costs and benefits**
- **Potential local partnerships** for local improvements—merchant associations and institutions
- City can **use new development to help pay for improvements**



*Fourth Avenue Business District*

## Streetscape Elements that Apply to the Corridor

- Street lights
- Catenary Poles
- Curbs
- ADA ramps
- Crosswalks
- Street trees

## Streetscape Elements that Apply to Character Areas

- Tree grates
- Shading
- Lighting
- Street furniture
- Paving
- Wayfinding/ Signage

Streetscape standards would apply **Corridor wide** and at the **Character Area** scale

Minimum standards for three zones: **Frontage Zone, Clear Zone, Furnishings Zone**



*Main Gate District*



ARIZONA AVE

5th & Congress  
Streetscape 06.13.12

FORS architecture + interiors



*Downtown Central Business District*

# Implementing a Streetcar Parking Program

ParkWise approach to parking has been evolving. Principles of current approach:

- **Park once** and use the streetcar to extend your walk
- Locate parking so **traffic has the least impact** on neighborhoods
- **Limit and reduce** surface parking
- **Integrate structured parking** into developments (behind retail and stacked with other uses), and **facilitate public-private partnerships**
- **Disperse parking of all kinds** along the streetcar
- Facilitate **shared parking**
- Inventory parking supply and **manage it**, including managing parking costs



*Downtown Entertainment District*



# Implementing a Cultural Program for the Streetcar

- Implement a streetcar line-wide **cultural access program**
- An application for a handheld device that catalogues and informs about cultural activities **within ½ mile of the streetcar**
- **Partner through Tucson Pima Arts Council** which has an NEA Grant



*Origins Gateway (Western Terminus)*



# Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



**Next Steps**



## Design Team Next Steps

- Document the Charrette and make it available online at:  
[www.tucsonaz.gov/streetcar-planning](http://www.tucsonaz.gov/streetcar-planning)
- Assemble an eclectic Development Strategy and involve stakeholders through four more public meetings
- Roll out implementation over eight months
  - Downtown Links District strategy
  - Streetscape strategy
  - Parking strategy



## Thank you for being our Partners in Success

- Tucson Community and Neighborhood Associations
- Mayor and City Council
- Office of the City Manager
- City of Tucson Planning and Development Services
- City of Tucson Transportation
- Pima Association of Governments
- Regional Transportation Authority
- ParkWise
- KVOA, KOLD, Channel 12
- ARC Documents Solutions
- Rialto Theater
- Maynard's Market
- Hotel Congress
- Chapman Management



## Tucson Modern Streetcar Land Use and Development Implementation Plan Design Charrette



**Thank you**

**Please provide comments at:  
[www.tucsonaz.gov/streetcar-planning](http://www.tucsonaz.gov/streetcar-planning)**